

# **Module 1**

# **Human**

# **Resources**

# **Management**

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### **Human Resources Management**

Just about every organization today claims that their human resources are their most important and valuable assets.

So what is it about the staff, employees, workers, and operatives that make them so important to the management of any organization?

Human Resources Management involves the process of managing people to perform various tasks within the organization so as to achieve organizational goals.

Human resources managers are responsible for creating 'win-win' relationships for both the individual employee and the organization as a whole.

Employees are seen as the key to organizational success as they are the ones who implement management's policies and practices and they are usually the ones at the coalface dealing with customers or physically making the products.

If employee performance is not up to the benchmark, then the organization will not be working in synergy and will not be able to meet the standard set by the industry leader.

Organizations have often tried to obtain a competitive advantage by various means - by use of specialized natural resources, by use of technology and other capital resources, or by entrepreneurial resources or 'street smarts'. Today, the human resources factor is really the only viable choice to achieve that competitive edge or advantage over corporate competitors.

### **Employees Expectation**

- A safe and secure working environment
- A career path
- Flexible working arrangements
- Personal satisfaction
- Open communication
- A team environment

### **Management Responsibilities**

Employee productivity (as measured by output per employee per time period) is important to every organization. By developing policies that cover every aspect of the employment life cycle of an individual employee, management hopes to retain and maintain an employee within the organization and lift their performance level to the optimum level.

Organizations must ensure that they comply with these laws and regulations otherwise

they face a fine, imprisonment or closure of the organization.

Also, the Human Resources Manager must be sure that the policies and practices put into place are consistent with the strategic long-term objectives of the organization.

### **1 - Organizational Objectives**

There is a direct correlation between the management of the human Resources of an organization and the achievement of organizational objectives

\*the attainment of Organizational Objectives will require the co-operation of employees and a concerted effort on their part to achieve the objectives

### **2 - Employment Legislation**

Management must also take into account various legislative enactment which impacts on the way that employees are actually employed.

Laws dictate the minimum (or safety net) terms of employment and the conditions of employment:-

- They dictate what employers can and cannot do in the workplace
- Whom they can employ;
- The nature of the environment within which employees work
- What happens when employees want to leave the work place voluntarily or are forced to leave the work place by management.

### **3 – Employee productivity**

Managers of organizations look to enhance employee performance in order to increase employee productivity.

Enhancing employee performance means that management must look at every aspect of the employment cycle of that employee. Management must ensure that employees are suitably selected, correctly trained and also appropriately remunerated and motivated to stay on the job.

## **Role of the Human Resources Manager**

In most organizations, the role of planning, organizing, leading, controlling, creating, communicating, and motivating employees has become the sole responsibility of the Human Resources Manager.

The role of the formerly titled Personnel Manager has been extended and has moved beyond basic data collection relating to such things as payroll, sick day entitlements and holidays taken.

The role of the HR Manager involves every aspect of the employment cycle of each individual employee and it involves the implementation of policies and practices designed to enhance the performance of these employees.

HR Managers are mainly responsible for implementing change in workplace procedures and for ensuring that employees are fully informed of the changes and are willing and able to accept the changes being implemented.

In many organizations, this role is outsourced to external change agents or facilitators.

Management of organizations can see that their relationship with employees is capable of giving them a competitive edge over their competitors and, hence, an increase in their market share,

if the relationship is managed effectively. Human Resource Managers of large-scale organizations need to be aware of the factors that influence both the size and the quality of the workforce available to supply their services for employment:

- The demographics of the local population.
- The diversity of the workforce.
- The skill level of the workforce.
- The education level of the workforce.
- The training made available to workers.
- The motivation of the workforce to work full-time.
- The provision of child-care facilities.
- The working conditions.
- The security associated with the employment contract.
- The level of remuneration associated with the job.
- General employment trends e.g. job sharing, telecommuting etc.
- The role of technology in the workplace.